BUSINESS PLAN
2017 – 2020

OUR THREE-YEAR[1] PLAN
TO ACHIEVE THE ENDS

The plan identifies the planned outcomes for programs and projects to achieve the Ends and the required Organizational Enablers

Update – April 2017

[1] Current year plus three years

Foreword

This Business Plan is a repository of all possible outcomes that Engineers Canada may seek to achieve, to deliver on the Ends which have been established by the Engineers Canada Board. The Business Plan is the key input to the Annual Operating Plan. When the Annual Operating Plan is struck each year, it considers both which outcomes to deliver and how to deliver them. In this way, the Business Plan is an outline of what we might do, while the Annual Operating Plan is more detailed and explains what we will do, and how we will do it.

On behalf of its member regulators, Engineers Canada provides national support and leadership to promote and maintain the integrity, honour, interests and excellence of the engineering profession at a cost that is justified by the results. Engineers Canada works closely with the regulators to ensure that all activities are aligned with regulators' priorities and support their success. This connection with our owners and customers is fundamental to ensuring that the member regulators are informed, engaged and broadly supportive of the programs, activities and contributions of Engineers Canada.

The Business Plan is presented in five Sections:

- **End 1.0 – Regulatory Excellence** - focuses on providing support and services to regulators to achieve their statutory mandate including accreditation, assessment, qualifications, practice, discipline, and enforcement
- **End 2.0 – Confidence in the Profession** – includes public affairs and government relations, providing research services for evidence-based policy decisions, reinforcing professional credibility, engaging the profession in public policy, increasing public confidence, understanding globalization's impact on the profession, and supporting sustainable development
- **End 3.0 – Sustainability of the Profession** – includes diversity, community engagement, uptake of licensure, research, new areas of practice, and meeting the professional and economic needs of engineers
- **Governance and Support -** focuses on supporting the board and board committees, ensuring financial reporting, providing legal services, protecting our official marks (End 4.0 – Protection of the Engineering Term) and providing services to our member regulators beyond the Ends
- **Organizational Enablers -** focuses on supporting the efficient and effective operations at Engineers Canada including people, information systems, facilities, project and process management, change management and event management

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1 End 1.0 – Regulatory Excellence

E-1 A framework, standards, practices and systems and a means to transfer knowledge effectively to facilitate regulatory excellence are available to the regulators.

1.1 Facilitate Regulatory Excellence

Engineers Canada develops tools to facilitate regulatory excellence and supports their implementation.

1.1.1 Framework for Regulation

Engineers Canada provides a set of aspirational practices to regulators. These practices are developed through research of national and international regulatory practices, and reflect excellent domestic and international practices, responding to emerging trends and challenges.

2017: Purpose and procedure for development of framework elements is reviewed, including maintenance of existing elements. Framework website is current.

2018-20: TBD based on 2017 review.

1.2 Admissions

Engineers Canada encourages regulators to have fair and defensible registration practices which ensure that all qualified applicants are able to obtain an engineering licence. Member regulators are supportive of converging to standard registration practices as long as standards are maintained.

1.2.1 National Initiatives to Advance Admissions Practices

Engineers Canada maintains a summary of admissions practices and supports Admission Officials (NAOG) in harmonizing practices.

2017: NAOG work plan is integrated into the Business Plan at the mid-year review.

1.2.2 Online Competency Assessment Project

APEGBC uses an online system to assess the competencies of applicants for licensure. Engineers Canada is assisting interested regulators (SK, PE, NB and NS) in moving to competency-based assessments and implementing the BC system.

2017: Project work plan is integrated into the Business Plan at the mid-year review.

1.3 Qualifications and Practice

Engineers Canada encourages regulators to have substantially equivalent qualifications and professional practices.

1.3.1 Support to the Qualifications Board (QB) and Subcommittees

The work of QB supports Ends, contributing to a national framework and excellence in regulation. Integrating the work plan of QB into this Business Plan ensures QB has the necessary resources and avoids duplication of effort.

2017: Stakeholders are informed of the content of the QB 2017-19 work plan. Engineers Canada provides the appropriate level of resources for QB to complete its work plan. Communications tools are targeted toward specific objectives and audiences. QB work-plan is integrated into the Business Plan at the mid-year review.

2018: QB has the right level of resources to implement its work plan. QB has a plan to develop and communicate its vision and story. The work plan elements are validated.

2019: QB has the right level of resources to complete its work plan. Engineers Canada Board, CEO group, and officials groups are aware of QB's contribution to the Ends.

1.3.2 National Initiatives to Advance Professional Practice

Engineers Canada maintains a summary of professional practices and supports Practice Officials (NPOG) in harmonizing practices.

2017: NPOG work plan is integrated into the Business Plan at the mid-year review.

1.3.3 Membership in the Profession

Clearly differentiating between those who are licensed to practise engineering and those who retain a title but do not have practice rights is critical to public understanding, and to increasing the value of licensure.

2017: *no activities*

2018: White paper regarding the right to a title vs. right to practise that discusses the merit and advantages in having different levels of membership/licensure.

1.4 Discipline and Enforcement

Engineers Canada encourages regulators to have substantially equivalent discipline and enforcement practices, as much as practical given differences in legislation.

1.4.1 National Initiatives to Advance Discipline and Enforcement Practices

Engineers Canada maintains a summary of discipline and enforcement practices and supports Discipline and Enforcement Officials (NDEG) in converging toward harmonizing practices.

2017: NDEG work plan is integrated into the Business Plan at the mid-year review.

1.4.2 Overlaps with the Practice of Professional Engineering

A national approach to address overlaps with and incursions into engineering practice would be helpful to regulators.

2017: Approach to technologists/technicians is in place. Aspirations of the technologists seeking to obtain an independent scope of practice within the practice of professional engineering are managed using the national approach.

2018: Consideration of other areas of overlap such as geoscientists, applied scientists, architects, foresters and land surveyors.

2019-20: TBD based on 2018 outcomes.

1.4.3 Federal Government Engineers Licensed

Engineers and the federal government know that a provincial/territorial licence is required for federal government engineers to practise in any jurisdiction in Canada.

2017: A process to report illegal practice within the federal government is available.

2018: Federal government engineers practising engineering and the department they work in know they need to be licensed.

2019: The work of government engineers is visible in government.

2020: Government engineers are included in policy, procurement and decision-making processes with the federal government.

1.5 Globalization

Engineers Canada monitors global engineering practices and advances global standards for the registration of professional engineers, ethics and professional practice.

1.5.1 Offshoring of Engineering Work

A self-regulation model that adequately deals with off-shoring to protect the public interest is required.

2017: A study, with recommendations, regarding the significance of offshore engineering activity and regulatory challenges as related to Canadian engineering projects domestically and abroad, is completed.

2018: The regulators are informed and consulted on the findings of the study, and an action plan is in place and underway to implement the priority recommendations.

2019: A model framework with options and recommendations on draft policies and procedures is available to the regulators.

2020: Implementation of the framework administratively is completed in three jurisdictions.

1.5.2 Trade Agreements and Engineering Services

The federal government is actively pursuing trade agreements which include engineering services. The regulators need to have access to information regarding the impact of these agreements. Further, the regulators' interests need to be represented during negotiation, ratification, implementation and modifications of all such agreements.

2017: Develop and promote a short coherent statement of Canadian engineering interests for Canadian trade in services government negotiators. Provide information to regulators on current agreements and their potential impacts.

2018-20: Provide input on trade in professional service provisions on individual trade agreements as they may impact engineering. Provide information to regulators on current agreements and their potential impacts.

1.5.3 Advance Global Standards - Ethics

Engineers Canada advances global standards for ethics of professional engineers through its involvement with the International Engineering Alliance and the World Federation of Engineering Organizations.

2017 – Publish results of 2016 survey on global admission requirements. Survey of global engineering regulators regarding ethical standards is completed.

2018 – A pilot strategy for Engineers Canada is developed to support the profession's role in society in an international context

2019 – The pilot strategy is implemented, evaluated and evolves into a long-term project to achieve internationally-recognized global standards in five years.

2020 – Integration of ethical standards into the operation of international engineering registers.

1.6 End 1.1 – Accreditation

E-1.1 Canadian engineering programs that meet the academic requirements for licensure are accredited.

Engineers Canada conducts accreditation visits to Canadian engineering programs. The continuous improvement component of accreditation promotes and encourages high standards in engineering education. A graduate of these programs meet the academic requirements for licensure in all jurisdictions.

1.6.1 Support to the Accreditation Board (AB)

Engineers Canada provides resources to AB to produce a) information needed for the Board to make decisions on matters relating to engineering education and accreditation and b) assessments of academic engineering programs to determine if they meet the accreditation criteria.

2017-2020: AB has the right level of resources to complete all accreditation deliverables.

1.6.2 Accreditation Stakeholder Engagement

Regulators, higher education institutions, students, and industry are important stakeholders of the accreditation system. Engineers Canada provides means for stakeholders to provide meaningful input.

2017: Stakeholders agree that there is a need to have a shared vision of the future of accreditation.

2018: The majority of stakeholder groups agree on an accreditation system that meets their needs.

1.6.3 Graduate Attributes

Engineers Canada consults with stakeholders to ensure graduate attributes are relevant to the member regulators, industry, higher education institutions and the public.

2017: *no activities*

2018: Understanding the value of this consultation.

2019-20: TBD based on 2018 results.

1.6.4 Consistency of AB documents and AB website

Accreditation documents are formatted in accordance with Engineers Canada's brand standards.

2017: Documents and webpages are aligned to Engineers Canada's brand standard.

2018: Documents are published as online documents.

2019-20: Documents and website are maintained.

1.6.5 Accreditation Processes

Engineers Canada develops and manages the accreditation process, and all of its associated tools are stable, reliable, continuously improving and meet or exceed the needs of all stakeholders.

2017: The "as is" (current) version of the accreditation process is documented and understood by its primary users.

2018: The "will be" (improved) version of the accreditation process is documented and understood by its primary users.

2019: Performance measures for the process are consistently monitored by the working owner of the process.

2020: Positive levels and trends in all regularly monitored metrics for the process.

1.6.6 Accreditation Volunteer Training

Engineers Canada ensures that accreditation volunteers are trained and have the necessary knowledge and training to perform their duties.

2017: Training requirements are analyzed and developed.

2018: Improved mandatory training is available to all accreditation volunteers.

2019: Accreditation volunteers acknowledge the benefits of the improved training.

2020: A plan for updating and improving materials is implemented.

1.6.7 Accreditation – Academic Requirements for Licensure

Regulators accept that graduates of accredited programs meet the academic requirements for licensure.

2017-20: No regulator assigns confirmatory examinations for graduates of accredited programs.

1.6.8 Substantial Equivalency

Upon request Engineers Canada conducts substantial equivalency visits to institutions outside of Canada.

2017: *no activities*

2018: A plan to promote substantial equivalency to regulators.

2019-20: TBD based on 2018 plan.

1.7 End 1.2 – Mobility

E-1.2 Information, systems, and agreements to facilitate mobility for registered engineers are available and promoted.

1.7.1 National Membership Database (NMDB)

A decision support tool is available to regulators to streamline mobility. An approach for sustaining and continuously improving the NMDB is in place.

2017: Database users are consulted in the development of a longer term plan to improve the functionality and use of the database.

2018-20: TBD based on 2017 outcomes.

1.7.2 Engineers Canada Mobility Register

Engineers Canada maintains a mobility register to meet the requirements of the Asia-Pacific Economic Cooperation (APEC) Engineer and International Professional Engineer Agreements (IPEA).

2017: Successful completion of APEC and IPEA audits.

2018: Audit recommendations are implemented into the process. The registers are promoted. Regulators have provided requirements for ratification of agreements.

2019-20: A plan to address regulator requirements is established.

1.7.3 Washington Accord (WA) Membership

Engineers Canada maintains signatory status under the Washington Accord, an agreement to recognize the substantial equivalency of accreditation systems. Engineers Canada must meet obligations under the Washington Accord. Accord members review Engineers Canada accreditation system every six years.

2017-20: Annual compliance review is completed, and anomalies are reported to the Board.

1.7.4 Washington Accord as the International Standard

Washington Accord is one of the recognized international standards. Members represent over 60% of the world's GDP. The International Engineering Alliance (IEA) has memorandums of understanding (MOUs) in place with the European Accreditation Authority and the World Federation of Engineering Organizations (WFEO). Having the Washington Accord recognized as the international standard would be beneficial.

2017: Consultation on the deliverables from international work and its value.

2018-20: TBD based on 2017 outcomes.

1.7.5 International Mobility Agreements Renewal

Existing international agreements will be enhanced and renewed every five years, per the agreements.

2017: Agreements with *Commission des Titres d'Ingénieur* (CTI, France) and Engineers Ireland are renewed.

2018: Agreement with Hong Kong Institute of Engineers is renewed.

2019-20: *no renewals required*.

1.7.6 APEC Engineer Agreement and International Professional Engineers Agreement

Engineers Canada is an "Authorized Member" of these agreements. The agreements support a substantially equivalent, recognized qualification for professional practice in Canada and signatory jurisdictions.

2017: Regulators have access to the due diligence material regarding the registration systems of all Authorized Members of the agreements.

2018: Identify components of agreement that need modification to meet outcomes proposed.

2019: Negotiate revisions with APEC Agreement signatories.

2020: Revised agreement executed by all parties.

1.7.7 International Mobility

Engineers Canada participates in international forums to enhance mobility (National Society of Professional Engineers, ABET, National Council of Examiners for Engineering and Surveying and the International Engineering Alliance).
2017: Develop international mobility activities plan.
2018-20: TBD based on 2017 plan.

1.8 End 1.3 – Foreign Credential Recognition

E-1.3 Information, systems and agreements to facilitate assessment of foreign credentials are available and promoted.

1.8.1 Roadmap to Engineering

International engineering graduates have access to information about the engineering licensure process in Canada to assist with immigration decisions.
2017: A maintenance plan is developed.
2018: A sustainable plan is in place for the continuous improvement of the Roadmap.
2019-20: The plan is followed.

1.8.2 International Institutions and Degrees Database (IIDD)

Regulators have a decision support tool with information about international institutions, programs and education systems to use in the assessment of the engineering degrees of internationally-trained applicants.
2017: A sustainable plan is in place for the continuous improvement of the IIDD.
2018: Enhanced system in place.
2019: All regulators use IIDD as a decision support tool.
2020: Some IEA partners and HEIs use IIDD and are information contributors.

1.8.3 Email, Telephone and Web Inquiries

International engineering graduates have access to information about the engineering licensure process in Canada to assist with immigration decisions. Regulators have access to Engineers Canada research regarding international institutions and programs.
2017-20: Information about foreign credential recognition and the licensure process in Canada is available, current, relevant and promoted.

1.8.4 Pan-Canadian Process for Academic Assessments

Our government has established a pan-Canadian process for academic assessments of internationally trained professionals. Providing regulators with information to develop a shared understanding of the pan-Canadian process for academic assessments of internationally trained professionals is beneficial.
2017: *no activities*
2018-20: Information on the Pan-Canadian Process for Academic Assessments is shared with the regulators. Updates on the work of the Foreign Qualification Recognition Working Group are provided to the regulators.

2 End 2.0 – Confidence in the Profession

E-2 Stakeholders have evidence that engineers meet high standards, practise with competence and integrity, and that their work and self-regulation benefit society.

2.1 Reinforce Professional Credibility

Engineers Canada builds public trust and strengthens the reputation of the engineering profession by assisting the regulators in supporting excellence in engineering practice.

2.1.1 Ethics and Professional Responsibility

All engineers and permit holders are accountable for their ethical conduct, have a consistent understanding of ethics and are perceived by the public as ethical. The engineering community is educated about professionalism and ethics in order to protect the profession's reputation and build public trust.

2017: Two continuing professional development (CPD) modules on ethics and professional responsibility are available.

2018: Promotion and awareness of ethics and professional responsibility is encouraged by the regulators. Anti-corruption document based on ISO 37001 for OQM is available

2019: Some regulators have ethics as a mandatory component of CPD. Five hours of CPD modules on ethics area available. A management system approach to dealing with corruption is possible.

2020: Five hours of new CPD modules on ethics are available. Engineers advance professional excellence and take pride in the profession's reputation for ethical practice.

2.1.2 Organizational Quality Management (OQM) Program

Organizational quality management practices are voluntarily and consistently applied in engineering firms.

2017: Decision on deployment of OQM to multiple jurisdictions in Canada is informed by a comprehensive feasibility assessment.

2018: TBD based on 2017 outcomes.

2.2 Research Services for Evidence-Based Policy Decisions

Engineers Canada provides information to support evidence-based policy decisions.

2.2.1 Evidence-based Decision-making Reports

Engineers Canada provides reports that inform decision-making for Engineers Canada and stakeholders. This work is coordinated with key stakeholders nationally to address issues relevant to the engineering profession, reduce the overlap of work and encourage the sharing of information.

2017: An improved understanding of information users, research needs, and existing data, and a repeatable, sustainable approach for the continuous improvement of that understanding through a defined consultation process.

2018: The consultation process is carried out and priorities are established.

2019: First improvements or activities occur to initiate priority areas of investigation.

2020: Improvements or activities to continuously improve data sources.

2.2.2 Career Pathway

Evidence about the careers of recent graduates of accredited engineering programs is collected by Engineers Canada in partnership with the Ontario Institute for Studies in Education (OISE), the Institute for Leadership Education in Engineering (iLead) and the National Initiative on Capacity Building and Knowledge Creation for Engineering Leadership (NICKEL) and informs excellence in engineering education.

2017: Advise iLead as required. Support dissemination of findings.

2.2.3 Employer Survey

The desired and actual attributes of graduates of accredited engineering programs as perceived by employers is determined through research conducted by Engineers Canada partnering with McGill University Faculty of Engineering and the Engineering Change Lab.

2017: Survey is developed in SurveyGizmo. Data ownership and distribution is determined.

2018: Data is collected and distributed according to determination made in 2017.

2.3 Engage Profession in Public Policy

Engineers Canada provides evidence-based views on matters of public policy that affect the engineering profession and influences government policy and decision-making on issues of interest to the profession. Engineers are involved in the creation of public policy; and engineering expertise is used in drafting and reviewing public policy.

2.3.1 Annual Pre-Budget Submission

Engineers Canada represents the profession, providing advice on how federal funds can best be spent in the interest of the safety and welfare of Canadians through a submission to the federal government's pre-budget consultation process.

2017-2020: Submission made, budget reviewed and participate in lock-up.

2.3.2 Awareness of Government Actions

Engineers Canada provides regulators with information about federal government proposals, actions, and policies that impact the profession.

2017-20: Information is available to the regulators.

2.3.3 Contribution of Engineers for Government

Visibility and promotion in government departments of the work of engineers, how they contribute to public policy and protect the public interest.

2017: *no activities*

2018: A strategy for promotion of engineering work within government.

2019-20: The strategy is executed.

2.3.4 Use of Engineering Expertise

Engineers Canada makes available engineering expertise to government and key influencing bodies.

2017: Engineers are aware of opportunities to participate on federal government committees, boards and other advisory groups.

2018: Roster of expertise that is willing to provide engineering expertise.

2019-20: Engineers are included in decision-making processes with government and key influencing bodes.

2.4 End 2.1 – National Positions and Expertise

E-2.1 Timely and relevant national positions and expertise are available to the federal government and policy makers.

2.4.1 National Position Statements

Engineers Canada develops National Position Statements. These statements provide evidence-based views on matters of public policy that affect the engineering profession. Engineers Canada uses them in conversations with government.

2017-20: Stakeholders have up to date national position statements.

2.4.2 National Issue Statements

Engineers Canada has information on public policy issues that affect the engineering profession accessible to the federal government, regulators, and the public.

2017: Issue statements are released as required. Policy and procedures for creating and updating issue statements are created.

2018-20: Stakeholder confirmation of the value of Issue statements.

2.4.3 Use of the PIEVC (Public Infrastructure Engineering Vulnerability Committee) Protocol

Engineers Canada promotes and supports the use of the Protocol.

2017: Creation and application of the high level and comprehensive versions of the PIEVC Protocol in at least five new projects in Canada, and five new international projects (international project are expected to return license revenue to Engineers Canada). PIEVC protocol is promoted nationally and internationally.

2018: Increased and broader recognition and use of the high-level and comprehensive versions of the Protocol. Metrics to track use developed, tested and implemented.

2019: Evaluation of the viability of a database of vulnerabilities to support application of the Protocol, and of an online version of the Protocol. Both versions of the Protocol are formally recognized in policy and incorporated into infrastructure procurement.

2020: Continuous improvement of the PIEVC protocol and its application.

2.4.4 PIEVC Protocol Related Services

Engineers Canada provides regular training, technical support and advice/engagement in projects using the Protocol.

2017: Delivery of stand-alone training workshops on a cost-recovery basis. Continued technical assistance and advice, and outreach regarding the PIEVC protocol.

2018: A market assessment of PIEVC and IRP-related services, including a business plan is available.

2019: Execution of the business plan.

2020: An assessment of the long-term sustainability of a PIEVC/IRP program based on the results of the first year and an evaluation of national and international prospects for the next three years is available for a go/no-go decision by the Engineers Canada Board.

2.4.5 Sustainable Development and Environmental Stewardship

Engineers Canada has a Guideline on Sustainable Development and Environmental Stewardship for Engineers that is used by the Regulators and individual engineers.

2017: *no activities*

2018: CPD modules are available for a full-day workshop on the Guideline. Initial workshop delivery in at least one jurisdiction.

2019: Engineers in two or more jurisdictions are trained via the full-day CPD workshop.

2020: Expansion of workshop delivery to at least six other jurisdictions, potentially in one more than once/year if demand warrants.

2.5 End 2.2 – Public Confidence and Public Expectations

E-2.2 Stakeholders have information about public confidence and public expectations of the profession.

2.5.1 Track Public Confidence

Engineers Canada has a strong understanding of the public and engineering profession's confidence in, and expectations of, the engineering profession, as well as the perception of value, impact, opportunities and challenges facing the profession.

2017: Key stakeholders are aware of the 2016 public perceptions research findings and a 3 year tracking approach has been developed. Research findings are beginning to inform Engineers Canada communications planning.

2018-2020: 3 year tracking approach is being implemented and research findings are consistently informing communications planning and beginning to inform project planning.

2.6 End 2.3 – Self-Regulation Trends

E-2.3 National and international information and trends on self-regulation are available to regulators.

2.6.1 Monitor Regulatory Initiatives, Policies & Trends

Engineers Canada conducts research and monitors innovations and trends in the regulatory environment.

2017-2020: Reports are provided to regulators regarding national and international information and trends in self-regulation.

3 End 3.0 – Sustainability of the Profession

E-3 Stakeholders have information regarding how engineering is practised in Canada and engineering is recognized as an attractive profession.

Engineering is recognized as an attractive, sustainable profession that is able to meet the needs of Canadian society. Recruitment into engineering programs, support for engineering students and engineers in training (EITs), lifelong learning and career development increase attraction to the profession and minimize attrition. Inclusiveness and a sustainable membership that is reflective of Canadian demographics are promoted.

3.1 End 3.1 – Sustainability of the profession

E-3.1 Sustainable membership of the profession is reflective of Canadian demographics.

3.1.1 Strategy for a Sustainable Profession

Engineers, newcomers, and university engineering students are supported by the strategy for a sustainable profession, and the next generation of diverse individuals pursue careers in engineering.

2017: Established working relationships with major partners and the advice of the committee contribute to results on the main program files. Canadians participate in and register for the Global Marathon. Girl Guides program expands.

2018: Clarity within Engineers Canada around the evolution of the strategy.

2019-2020: TBD based on 2018 outcomes.

3.1.2 Strategy for Sustainable Profession Performance Measurement

The performance of the programs within the strategy for a sustainable profession are measured and continuously improved.

2017: Documented results are compared to previous years' results.

2018-20: Documented results are improved and compared to previous years' results.

3.1.3 Women in Engineering

The participation of women in engineering increases to a level that is reflective of Canadian demographics.

2017: Champions are accountable for programs and initiatives towards 30 by 30. Systems to capture and share 30 by 30 strategies and activities among regulators, and to propose new initiatives to be jointly developed is in place.

2018: 30 by 30 reaches a program quality comparable to efforts in other professions.

2019: Alignment with international best practices for women in engineering.

2020: The women in engineering portfolio is adjusted based on the condition of the profession.

3.1.4 Welcoming Workplace Program

Engineering stakeholders have access to evidence-based research and tools that foster an inclusive and supportive workplace culture in the engineering profession.

2017: *Engendering Success in STEM* partnership application is complete. *Managing Transitions* is updated.

2018: *Managing Transitions* has broad use within the engineering community. *Engendering Success in STEM* (*ESS*) phase 1 has been finalized.

2019: Participation in the *ESS* Symposium and updates to *Managing Transition*.

2020: Acceptance and implementation of ESS findings by engineering organizations.

3.1.5 Inclusion of Indigenous Peoples in the Engineering Profession

Increase participation of Indigenous peoples in the engineering profession to a level that is reflective of Canadian demographics.

2017: Canadian Indigenous Advisory Council (CIAC) provides advice to the American Indian Science and Engineering Society (AISES). Stakeholders are aware of the benefits of AISES.

2018: A plan to support growth and grow AISES chapters is created.

2019-20: The plan is implemented.

3.1.6 Inclusion of Indigenous Peoples' in STEM Education

An increased number of indigenous peoples enrolled in undergraduate engineering programs.

2017: A goal and strategy to increase Indigenous peoples' enrolment and conferral from undergraduate engineering programs exist. Funding is sought for Indigenous peoples' access to engineering education. The *Access Consensus Practices Document* is promoted.

2018: Faculties of engineering and applied science have the information required to make engineering programs that are more culturally appropriate, and that support and engage Indigenous students.

2019-20: Faculties of engineering and applied science have clarity around the goal and are promoted externally.

3.1.7 Diversity Support for HEIs in Accreditation Criteria

Accreditation criteria include support for diversity.

2017: *no activities*

2018: Prospectus created to explore possible program.

3.1.8 STEM (Science Technology Engineering and Math) Partnerships

Engineers Canada is a leading participant in STEM initiatives.

2017: Partnerships with Canadian Federation of Engineering Students and DiscoverE are maintained. Strategy for evaluating potential STEM partnerships is developed.

2018: Partnerships with outreach/STEM organizations where there is a potential for mutual benefit are established.

2019: Strong, engaging outreach program that engages and presents to the student population what the engineering profession is and how it can be an exciting and rewarding career choice is available.

2020: Joint program established and refined.

3.1.9 National Engineering Month (NEM)

Engineers Canada is considered a valued partner in the annual national dialogue about the role of engineers to children, educators, parents, and members of the general public.

2017: Program partners have access to a standardized NEM promotion kit.

2018: Dialogue with provincial and territorial partners towards a unified national approach.

2018: National engineering month materials are available to program partners and integration of NEM promotional activities within 12 month corporate communications strategy exists.

2020: Implementation of unified national approach.

3.1.10 Future City Canada

Middle school students across Canada are exposed to engineering as a career choice.

2017: Program pilot in Durham Region, ON and Charlottetown, PEI.

2018: Pilot informs program expansion to 5 provinces or territories.

2019: Program exists in 8 provinces or territories.

2020: Program exists in all provinces and territories.

3.1.11 Engineering Change Lab

Leadership in providing a national platform for collaboration to allow individuals and organizations from across the profession to take action to address the systemic challenges (i.e. ethics failures, lack of diversity, and low levels of innovation) that have been holding back the profession's full potential.

2017: Lab is driving three strategic imperatives which address the systemic challenges. Engineers Canada continues to be a champion. Lab refines its vision, mission and goals.

2018-20: TBD based on 2018 outcomes.

3.2 End 3.2 - Uptake of Licensure

E-3.2 Most graduates from Engineers Canada accredited programs apply for licensure in Canada.

3.2.1 Canadian Graduates

Engineers Canada makes students feel they are part of the profession. Member regulators have tools to inspire graduating students to become EITs. Student membership with the regulatory body is explored.

2017: Promising practices to increase enrolment of EITs are shared.

2018: Five member regulators have implemented some or all of the promising practices. A prospectus for an automatic EIT registration system for graduates of accredited undergraduate engineering programs is discussed.

2019-20: TBD based on prospectus discussions.

3.2.2 Student Membership Program

Engineering student membership exists nationally and connects with member regulators and their student programs where applicable.

2017: A prospectus is produced and discussed with all stakeholders.

2018-20: TBD based on prospectus discussions.

3.3 End 3.3 - Studies, reports, trends and information

E-3.3 Policy makers use studies, reports, trends, and information in decision-making.

3.3.1 EngScape

Assist Canadians, internationally educated engineers, educational and professional development institutions, as well as policymakers to make informed decisions about the engineering job market in Canada.

2017: EngScape is maintained. A lesson plan is distributed to educators.

2018-20: Enhance, promote and sustain the program.

3.3.2 General Research Services

Engineers Canada responds to ad-hoc requests from all stakeholders.

2017-2020: Stakeholders have access to the information they require.

3.3.3 Research Services – Enrolment and Degrees awarded

Engineers Canada maintains information regarding enrolment and degrees awarded at accredited engineering programs in Canada.

2017: New enrolment database launched. Enrolment and Degrees Granted Report is available.

2018-2020: Enrolment and Degrees Granted report available.

3.3.4 Research Services – Final Year Student Survey

Engineers Canada maintains information regarding the knowledge and intentions of students enrolled in their final year of an accredited engineering program in Canada.

2017 Final year student survey and report available.

2018: *no activities*

2019: Final year student survey and report available.

2020: no activities

3.3.5 Research Services – Membership Survey

Engineers Canada maintains information regarding the composition of the membership of each regulator.

2017-2020: Membership survey and web content are available.

3.3.6 Research Services – Labour Market Survey

Engineers Canada maintains information regarding the engineering labour market in Canada.

2017: Labour market is made available to stakeholders. Ontario Society of Professional Engineers is consulted about aligning future reports.

2018: *no activities*

2019: Labour Market Report is made available to stakeholders.

2020: *no activities*

3.4 End 3.4 - New Areas of Practice

E-3.4 Regulators and government recognize new areas of engineering practice.

3.4.1 Public Notice – Areas of Engineering Practices

A searchable database of sectors practice of professional engineering is available on the Engineers Canada website. Emerging areas (less than 10 years old) are highlighted. These areas are based on information from member regulators, AB, and the Government of Canada.

2017: System current to reflect new areas of practice. Update frequency determined.

2018: Prospectus on expanding data sources to include international input. Governments are aware of the system.

2019: TBD based on prospectus outcome. Public is aware of the system.

2020: System maintained.

3.5 End 3.5 – Professional, social and economic needs of Engineers

E-3.5 The professional, social and economic needs of licensed engineers are met.

3.5.1 Infrastructure Resilience Professional Certification

An Infrastructure Resilience Professional certification is available to professional engineers who complete course and experience requirements. The courses include Climate Science for Engineers, Climate Law for Engineers, Asset Management for Engineers, Risk Management for Engineers as well as completion of the PIEVC Training Workshop; applicants' learnings from the courses; CPD requirement to maintain.

2017: Complete course development and provide offerings to increase the number of IRPs.

2018: An on-going self-funded program of Engineers Canada with 25 IRPs by end of the year.

2019: An additional 25 IRPs are certified in 2019

2020: Achieve a growth rate of 25/year over next three years.

3.5.2 National Continuing Professional Development Program

A national continuing professional development program is in place.

2017: A prospectus is produced and discussed with all stakeholders.

2018-20: TBD based on prospectus results.

3.5.3 Existing Member Services Products and Services

Customized services and products for every stage of an engineer's career are provided.

2017: New products or services identified and implemented.

2018: Sustainability and continued growth in affinity products and services.

2019-20: Enhancements to existing products; new products or services identified and implemented.

3.5.4 New Member Serivces Products and Services

New and innovative offerings that are valued by engineers are provided.

2017: Engineering students participate in value offerings.

2018: Sustainability and continued growth.

2019: Customer centric approach implemented for value offerings.

3.5.5 Secondary Professional Liability Insurance

Safety and interests of the public are protected in support of regulators' mandate of self-regulation.

2017: Awareness and value of coverage understood by individual engineers.

2018: Cost and coverage enhancements are investigated.

2019: Coverage enhancements are implemented.

3.5.6 Delivery of Member Services

Operational management of member services executed

2017-20: Effective delivery of programs, services and relationship management with partners, suppliers and engineering regulators

4 Governance and Support

4.1 End 4.0 – Protection of the Engineering Term

E-4 The public is not misled by persons improperly using terms, titles, images, and words that are integral to the engineering brand, including in federal corporations and trademarks.

4.1.1 Protect terms, titles, images and words from misuse

Engineers Canada maintains its ability to protect from misuse terms, titles, images and words that are integral to the engineering profession.

2017-20: Engineers Canada's portfolio of marks is current and appropriate based on current business and projects. A comprehensive program to protect terms, titles, images and words from misuse is maintained.

4.1.2 Licensure and Enforcement

Regulators are assisted in ensuring that all individuals practising engineering and federal corporations that provide engineering services are licensed.

2017-20: Regulators receive support, as requested. Website educating engineers and the public on illegal practice and unlawful use of engineering terms and providing information on how to report illegal activities to regulators is developed and maintained.

4.1.3 Federal Incorporations

Federal incorporation name consent is provided to appropriate individuals and corporations regarding the use of "engineering" (or similar terms) in federal corporation names.

2017: Consents are provided to individuals and corporations upon confirmation of professional status from the regulators. Relationship with Corporations Canada is maintained.

2018: A plan to better streamline and process requests is developed and implemented.

2019-20: Consents are provided to individuals and corporations upon confirmation of professional status from the regulators. Relationship with Corporations Canada is maintained

4.1.4 Educate staff, stakeholders and the public

A repository of case law is developed, maintained and promoted to assist regulators and the public to understand issues of significance related to the practice of engineering.

2017: Case law repository is enhanced and promoted to regulators.

2018: Cases are continuously added to the repository,

2019-20: Positive trends regarding the number of regulators using the repository and contributing to its development and growth.

4.2 Planning

Engineers Canada defines and executes a repeatable and sustainable planning approach for the creation and execution of strategic, multi-year and annual plans.

4.2.1 Strategic Planning

The Board's strategic plan captures the input from all sources (regulators, environmental scans, big picture thinking, and others), includes metrics and is the key input to ensure that the Ends are appropriate.

2017-20: The members approve a new/updated strategic plan at the Annual General Meeting (AGM).

4.2.2 Business Planning

Business Plan sets out the outcomes Engineers Canada expects to achieve in the next three years (current year + three).
2017-20: The Business Plan is maintained and formally updated twice per year.

4.2.3 Annual Planning and Monitoring

The annual operating plan describes the activities required to deliver the outcomes identified in the Business Plan for the current year. It is supported by a budget.
2017-20: Annual Operation Plan (AOP) and budget are developed and actively managed.

4.3 Board and Board Committee Support

The CEO supports the Board and its committees through administrative support and submission of required monitoring data.

4.3.1 Support for the Board and its Work

The CEO provides administrative support for the Board and Board committees.
2017-20: Operational policies for support of the Board and Board committees are in place.

4.3.2 Ends and Executive Limitations Policies

Monitoring reports are created in accordance with the schedule set out in BMD-4 Monitoring Chief Executive Officer Performance.
2017-20: Monitoring reports enable the Board to make informed governance decisions.

4.3.3 Governance Process and Board-Management Delegation policies

Policy reviews are created in accordance with the schedule set out in GP-1 Governing Style.
2017-2020 – Policy reviews enable the Board to make informed governance decisions.

4.4 Monitor Regulators' Plans, Initiatives, Policies & Priorities

Engineers Canada understands the activities, needs, priorities and challenges facing the regulators. Engineers Canada serves as a connector between regulators to enable discussion of issues of joint concern and sharing of successful programs and processes.

4.4.1 Sharing Promising Practices

A systematic approach to collect, share and advance promising practices is in place.
2017: A prospectus is developed and discussed with key stakeholders.
2018-20: TBD based on 2017 outcomes.

4.5 Financial

Efficient and effective financial services exist to support achievement of the AOP and compliance with policies.

4.5.1 Financial Management System

Engineers Canada leaders manage their business in an efficient, timely and fiscally responsible manner.
2017: The financial management system delivers timely and accurate financial management information to some staff.
2018-20: The financial management system provides timely and relevant financial management information to all staff.

4.5.2 Financial Reporting

Improved decision-making at all levels of the organization based on timely, reliable and readily available financial information.

2017: Organizational concurrence on an achievable plan to improve the timeliness of month-end financial reporting from the current elapsed time of approximately 30 days after month end to 5 business days after month end.
2018-20: Improved timeliness of financial reporting resulting from implementation of the plan developed in 2017.

4.5.3 Financial Planning and Budget

Seamless development and ongoing management of operational plans and budgets.
2017: The financial management process is documented and understood by its primary participants, and the process has been used in forecasting 2017 financial performance and the budget planning for 2018.
2018: The financial management process is documented and understood by all participants, and the process has been used in forecasting 2018 financial performance and the budget planning for 2019.
2019-20: Positive levels and trends in all regularly monitored metrics for the process.

4.5.4 Financial Controls

Effective controls, compliance activities, risk assessment, and fraud prevention programs.
2017: Management and employees understand the importance of internal controls and understand their roles and responsibilities in the development and application of financial controls.
2018-20: Segregation of duties consistent with corporate policy within all financial management processes.

4.5.5 Financial Processes

Prompt and accurate payment of invoices and payroll; timely invoicing and collection of revenues.
2017: The revenue, accounts payable, accounts receivable and payroll processes are documented and understood by their primary participants and the performance of two of the processes is measured and monitored by the working owner(s).
2018: The revenue, accounts payable, accounts receivable and payroll processes are documented and understood by their primary participants, and the performance of all of the processes is measured and monitored by the working owners.
2019: Positive levels and trends in all regularly monitored metrics for the financial processes.

4.6 Operational Policies

Operational policies provide guidance to staff to assure that business practices align with current and emerging legislation and promising practices.
2017-20: Operational policies are created proactively and in response to identified deficiencies. Operational policies are reviewed and updated in accordance with the review schedule. The staff is aware of the policies, contributes to their development and applies them as required.

4.7 Legal Services for Engineers Canada

Engineers Canada's internal legal services assure legislative compliance, and support programs and projects.
2017-20: Legal agreements are reviewed before execution, corporate filings are current, and legal opinions are available.

4.8 Additional Regulator Support services

Centralizing provision of services beyond the Ends may add value to the member regulators. These services relate to activities where the combined size of all regulators provides a better deal or where shared expertise provides benefit.

4.8.1 Legal Support for Regulators

Engineers Canada provides legal support to member regulators seeking to make changes to engineering and other relevant/associated legislation.

2017-20: Enhance and continually improve the service.

4.8.2 Regulators' Insurance Programs

Regulators' insurance requirements are met.

2017: Robust coverage protection enhancements.

2018: Creative employee benefit program continues to attract and retain employees.

2019: Policy limits updated to reflect needs.

5 Organizational Enablers

5.1 Engaging Communications

Engineers Canada is recognized as a strong, trusted and professional voice for the engineering profession with a well-defined brand narrative that has been internalized by staff and volunteers.

5.1.1 Corporate Communications Strategy

Corporate communications objectives are being achieved, and brand positioning advanced through the implementation of a communications strategy.

2017-20: Strategy is successfully meeting defined communications objectives and is refined and adjusted as the environment changes.

5.1.2 Management and Maintenance of Public Websites

All public websites are maintained and managed so that Engineers Canada has a means to share accurate, engaging information for our audiences.

2017-20: All Engineers Canada public websites have identified business owners and are up-to-date for security patches. Bug reports are addressed and content updates are managed effectively.

5.1.3 Website Enhancements

Engineers Canada's websites provides accurate, engaging information relevant to their audiences and follow best practices for design, navigation, and accessibility.

2017: A 3 year web strategy to guide future growth is established and activities identified within the plan are being implemented. Content is relevant, accurate, and engaging

2018-19: The 3 year web strategy is being implemented. Content is relevant, accurate, and engaging

2020: A renewed 3 year web strategy to guide future growth is established. Activities identified within the current plan are being implemented. Content is relevant, accurate, and engaging.

5.1.4 Online Document Publication

Engineers Canada has brand standards for published materials. All documents are posted using the online document publication process and viewer.

2017: Online document publication process is implemented and utilized for new documents.

2018: Existing documents for migration are identified and a migration plan is established and implemented. Major upgrades to the system have been identified and a plan established to implement them.

2019: All Engineers Canada's public documents have been published using the online document viewer and existing content is actively maintained. Identified major upgrades to the system are implemented.

2020: All Engineers Canada's public documents have been published using the online document viewer and existing content is actively maintained.

5.1.5 Periodicals Strategy

Engineers Canada's original periodicals are meeting audience and corporate information sharing needs.

2017: Daily media report delivers relevant and timely information on the profession to stakeholders. Newsletter provides relevant information on Engineers Canada programs and key developments in the profession to stakeholders. Draft periodicals strategy is developed.

2018-19: Periodicals strategy implemented and all periodicals have defined purposes, audiences, and evaluation metrics. All periodicals are successfully meeting strategic targets.

2020: Periodicals strategy is reviewed and renewed. All periodicals have defined purposes, audiences, and evaluation metrics. All periodicals are successfully meeting strategic targets.

5.1.6 Provide Communications Support to Engineers Canada Initiatives

A systematic approach to providing communications support and services to Engineers Canada initiatives is in place and utilized consistently.

2017: All key processes and procedures have been developed and implemented across the organization. Internal clients are satisfied with the services provided and communications support activities are achieving their objectives.

2018-20: Internal clients are satisfied with the services provided and communications support activities are achieving their objectives.

5.1.7 Awards, Scholarships, and Fellowships

Engineers, engineering students, and others are recognized for their contribution to advancing the profession and/or in support of their future contributions to the profession.

2017: Awards, scholarships and fellowships programs implemented. Award selection and committee make-up reviewed and changes, if any, implemented.

2018: Awards, scholarships and fellowships programs implemented. Complete review of the award, scholarship and fellowship program ensures alignment with Engineers Canada goals, efficient use of resources, and achievement of desired impacts.

2019: Any changes to the awards, scholarships and fellowships program are implemented.

2020: Awards, scholarships and fellowships programs implemented

5.2 Enabling Technology

An enabling technology environment and infrastructure that is robust, secure, current and privacy compliant.

5.2.1 Shared Information Platform

The SharePoint Platform delivers enabling value to the organization.

2017: SharePoint is recognized by all staff as an organizational enabler.

2018: The effectiveness of SharePoint is consistently monitored and improved by the Platform Owner.

2019: Positive levels and trends in all regularly measured effectiveness metrics for the SharePoint platform.

5.2.2 Technology Infrastructure Reliability

Cost certainty and technology infrastructure reliability.

2017-20: A sustainable technology upgrade and maintenance program.

5.2.3 Management of IT Resources

Maximized availability of enabling technology and efficient management of IT resources.

2017: Service from the IT Helpdesk meets or exceeds the expectations of users.

2018-20: Service from the IT Helpdesk is systematically and continuously monitored and improved.

5.2.4 Database Solutions

Database solutions meet or exceed the needs of users and other stakeholders.

2017: The third-party database service and support process is fully documented and understood by its primary participants, and the process is used on a consistent basis.

2018-20: Positive levels and trends in all regularly monitored metrics for the Process.

5.2.5 Data Risk Mitigation

The risk of corporate data and information loss is mitigated.

2017: A sustainable IT disaster recovery program implemented on mission critical systems.

2018-20: A sustainable IT disaster recovery program implemented on all systems.

5.2.6 Audio Visual Systems

Ability to achieve business goals is enhanced through the availability of enabling Audio/Visual systems.

2017: A support Process for the Audio/Visual environment that is consistently monitored and improved by the Working Owner of the Process.

2018-20: Positive levels and trends in all regularly monitored metrics for the Process.

5.2.7 Mitigation of System Downtime

Downtime risk to critical production systems is appropriately mitigated relative to the corporate risk appetite.

2017: A documented operational process to maintain systems-related technical documentation.

2018: A documented operational process to manage changes to production systems.

5.3 Consulting, Service, Support, Leadership and Advice

Engineers Canada is viewed as a trusted and reliable supporter, advisor, and leader by all of its stakeholders

5.3.1 Online Collaboration Services

Stakeholders have adopted and see value in the online collaboration services offered by Engineers Canada

2017: Awareness of the service offering, and support of internal teams.

2018: Adoption/use of these services by Engineers Canada key stakeholder groups.

2019-2020: Positive trends and sustainable improvements in established measures through the use of the online collaboration services.

5.4 Excellence and Culture

Engineers Canada defines and recognizes excellence and continuous improvement as part of its culture.

5.4.1 Change Management

Change management is recognized by all stakeholders as an integral component of all projects.

2017: Staff understands change management and engagement concepts.

2018: Staff has a consistent approach to change management and engaging each other and committees. Measures of adoption are identified and preliminary measures are available.

2019-20: Staff has a coherent approach to change management and engaging each other, committees and the regulators.

5.4.2 Organizational Excellence and Continuous Improvement

Excellence concepts are inherent in the approach all Engineers Canada activities.

2017: A consolidated commitment to excellence through implementation of a continuous improvement methodology in the main areas of the organization.

2018: Solid implementation of the Excellence, Innovation and Wellness standard across the Organization.

2019: Positive trends and sustainable improvements in key measures established through the adoption of the Excellence, Innovation, and Wellness standard.

2020: Positive trends and sustainable improvements in key measures of the Excellence, Innovation and Wellness standard.

5.4.3 Organizational Excellence

Staff and all other Engineers Canada stakeholders have adopted and see value in the use of services and organizational approaches available from the Organizational Excellence Team. There are established, scalable and relevant Engineers Canada methodologies for Project Management, Business Analysis, Process Management, Change Management, Continuous Improvement and Enterprise Portfolio Management.

2017: Consolidated awareness and adoption of these services and approaches through implementation of scalable and relevant methodologies/practices in the major areas of the organization.

2018: Solid adoption of these services and methods through implementation of scalable and applicable methods/practices across the organization.

2019-20: Positive trends and sustainable improvements in key measures established through the adoption of the services and approaches available from the Center of Excellence.

5.4.4 Project and Portfolio Management System

A systematic and scalable approach to Project and Portfolio management

2017: The Project and Portfolio Management Approach is documented and understood by its primary participants, and the process has been used in planning and delivery in the main areas of Engineers Canada.

2018: Performance measures for the Approach are established and consistently monitored.

2019: Positive levels and trends in all regularly monitored metrics for the Approach.

2020: Positive trends and sustainable improvements in key measures for the Project and Program Management System

5.4.5 Telecommunications and Office Equipment

Effective voice communications systems - answering, redirecting of incoming calls and message retrieval.

2017: The process for the management of office equipment is documented and understood by its primary participants.

2018: The process for the management of office equipment is documented and understood by its primary participants and the performance of the process is measured and monitored by the working owner.

2019-20: Positive levels and trends in all regularly monitored metrics for the process.

5.4.6 Facilities and Procurement

Cost effective maintenance and continuous improvement of the Engineers Canada office environment

2017: The Facilities Management and Procurement processes are documented and understood by all participants and stakeholders.

2018: The Facilities Management and Procurement processes are documented and understood by all participants and interested parties, and the performance of the process is measured and monitored by the working owner.

2019: Positive levels and trends in all regularly monitored metrics for the processes.

5.5 Human Resources

Operates within a defined strategy to attract and retain a high-performance workforce. Maintains a competitive total rewards program based on labour market analysis, a modern and effective staff and volunteer relations program, learning and development program, performance management system and staff and volunteer orientation programs. Promotes a welcoming and healthy workplace by developing and implementing Engineers Canada policies and practices which align with leading practices and legal requirements.

5.5.1 Integrated Human Resources Strategy

A strategic approach to the alignment of talent with departmental mandates that enables Engineers Canada to achieve its Ends.

2017: A human resources plan and strategy exist which enable the achievement of Engineers Canada's goals.

2018-20: The human resources plan and strategy are executed.

5.5.2 Talent Management

Policies and procedures which support attraction and retention of a high-performance workforce.

2017: Recruitment policies, practices, and tools for are established.

2018-20: A resource toolkit assists hiring leaders in staffing and recruitment decisions.

5.5.3 Workforce Orientation

New and returning members of the workforce are fully contributing members of the team within 90 days.

2017: Orientation program is developed and deployed.

2018-20: Orientation Program is operational and continuously improved.

5.5.4 Health, Safety, and Wellness Programs

Policies and practices that demonstrate Engineers Canada's commitment to people and wellness, including the elements of the physical environment and occupational health and safety, health and lifestyle practices, workplace culture and supportive environment, and mental health.

2017: Healthy workplace that adopts a comprehensive approach to staff health and well-being exists.

2018-20: Healthy workplace that adopts a comprehensive approach to staff health and well-being is continuously improved.

5.5.5 Volunteer Management

Volunteer management that serves Engineers Canada and the volunteers.

2017: Understanding of the current approach to volunteer management and best practices in similar organizations. Develop and implement a plan for improvement.

2018-20: Volunteer management program is operational and continuously improved.

5.6 Translation

Key documents are available in both official languages in a timely manner, and simultaneous translation is available at all Engineers Canada Board meetings.

5.6.1 Translation service processes, procedures, and expectations

Engineers Canada staff are consistently following established processes, procedures, and expectations for the translation of materials.

2017: Translation processes, procedures, and expectations have been documented and shared with all staff, and these are being followed consistently. Internal clients are satisfied with the quality of service provided.

2018-20: Translation processes, procedures, and expectations are being followed consistently. Internal clients are satisfied with the quality of service provided.

5.7 Event Management

Effective and continuously improving logistical and operational support for all major meetings enables Engineers Canada to meet or exceed its business goals.

5.7.1 Major Meeting Process

The major meetings management process is a stable, reliable, continuously improving process that meets or exceeds the needs of all of its stakeholders.

2017: The “Will be” (improved) version of the Major Meetings Management Process is documented and understood by its principal participants, and the process has been used in planning and delivering four major meetings.
201: Performance measures for the Process are consistently monitored by the Working Owner of the Process.
2019-20: Positive levels and trends in all regularly monitored metrics for the Process.

5.7.2 Major Meeting: February Board Meeting

The February Board meeting supports the provision of national support and leadership to the engineering profession, so as to promote and maintain the interests, honour and integrity of the engineering profession in Canada.

2017-2020 – Decisions are made, and key stakeholders are engaged and informed.

5.7.3 Major Meeting: May Board Meeting and Annual General Meeting of Members

The May Board meeting and the Annual Meeting of Members support the provision of national support and leadership to the engineering profession, so as to promote and maintain the interests, honour and integrity of the engineering profession in Canada.
2017-2020: Decisions are made, and key stakeholders are engaged and informed.

5.7.4 Major Meeting: June Board workshop

The June Board workshop supports the provision of national support and leadership to the engineering profession, so as to promote and maintain the interests, honour and integrity of the engineering profession in Canada.
2017-2020: Decisions are made, and key stakeholders are engaged and informed.

5.7.5 Major Meeting: September Board Meeting

The September Board meeting supports the provision of national support and leadership to the engineering profession, so as to promote and maintain the interests, honour and integrity of the engineering profession in Canada.
2017-2020: Decisions are made, and key stakeholders are engaged and informed.